

CFAES

EST. 1870



WE SUSTAIN LIFE

Transformational Leadership in Complex Organizations

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What is complexity?



Airplanes are complicated.



Air Traffic Control is complex.



Complexity

1. Cause and effect are not clear
2. Relies on pattern management and systems thinking rather than linear

Adaptive Challenges vs. Technical Challenges

Adaptive Challenges	Technical Challenges
We don't really know what the problem is	A response is available and an expert knows it.
No clear procedures exist to address.	Cause and effect are usually identifiable.

Transformational Leadership

Vision above Fear

People Matter Most

Catalysts

In and Among

Mertz “DURT Leaders”

- In complexity – be direct
- In ambiguity – be understandable
- In volatility – be reliable
- In uncertainty – be trustworthy

To manage complexity effectively, account for That which is beyond understanding:

- Lead others who have expertise you don't.
- Operate in fiscal situations you did not foresee.
- Evaluate opportunities which are uncertain.
- Recognize defining problems is as important as solving them.

**You have to be ready
to take responsibility for that
which you cannot control.**



Wicked Problems

**Predicaments that cannot be definitively resolved —
and attempts to fix them often generate more trouble.**

Horst Rittel and Melvin Webber

So, what do you do?

Shift from finding solutions to improving problem solving abilities:

- Bravery among decision-makers
- Thinking through a problem
- Are you applying the right type of solution?
- Do we actually know what the problem is?

Strive to become less wrong. Seek to be “Directionally Correct”

The Cycle of Perpetual Activity





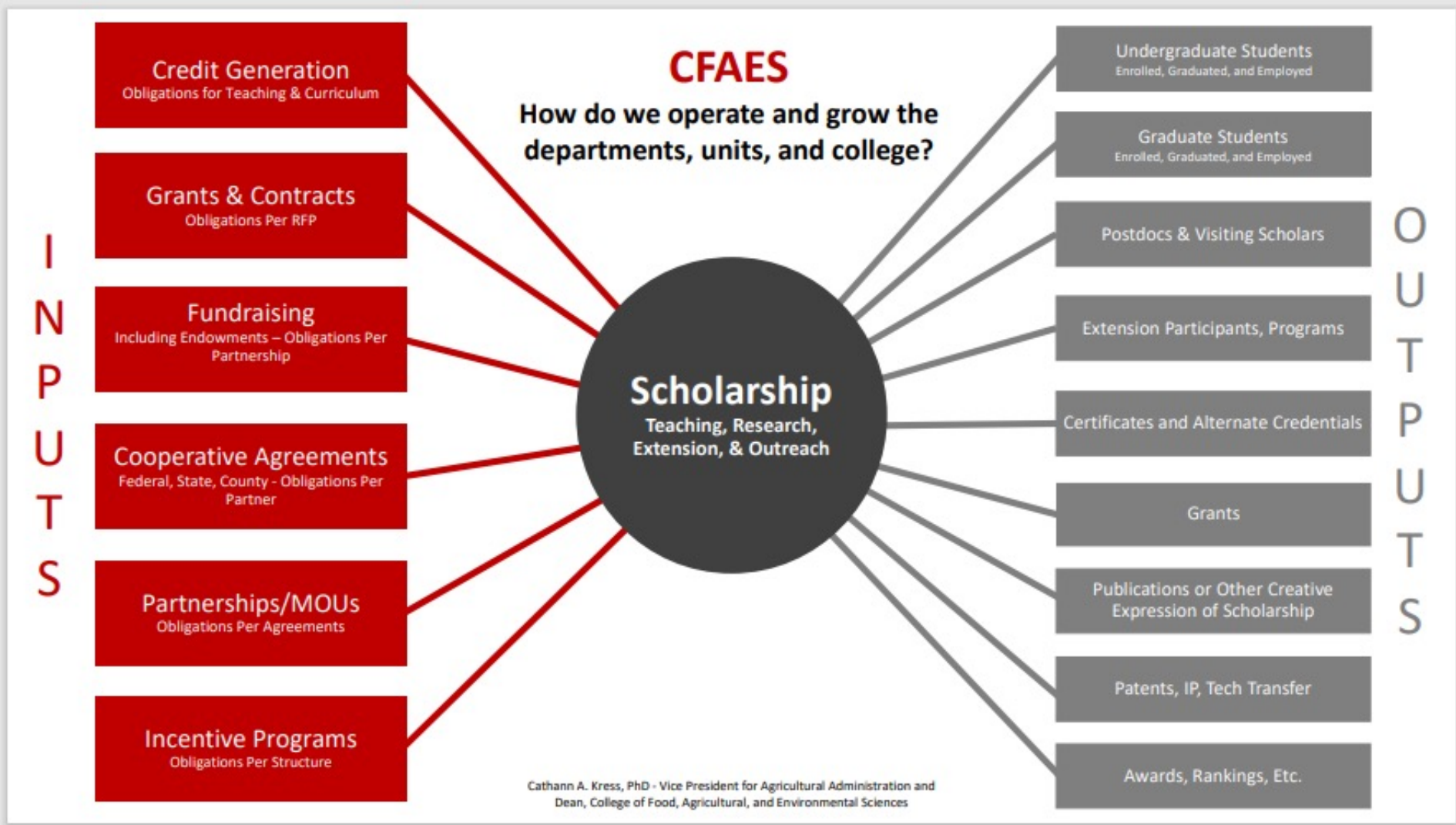
Perils of Multi-Tasking

- Hampers creativity
- Raises anxiety
- Slows us down

FOCUS – Break Down Complexity

- Clarity of purpose
- Emphasize principles and values around how we operate
- People are key; ensure people understand their roles and purpose
 - they can innovate because they have context

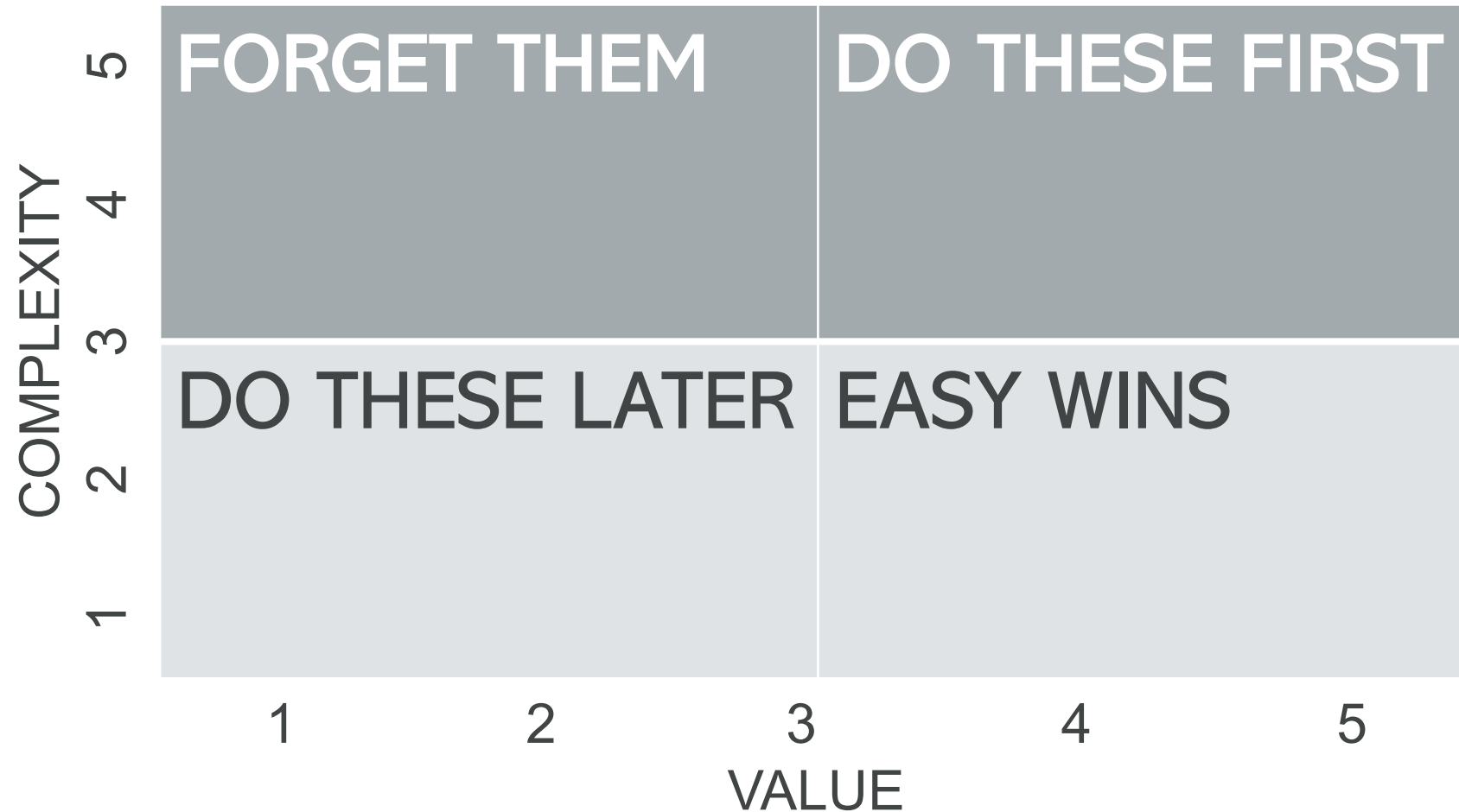
Know Fundamental Drivers of Your Mission



FILTER

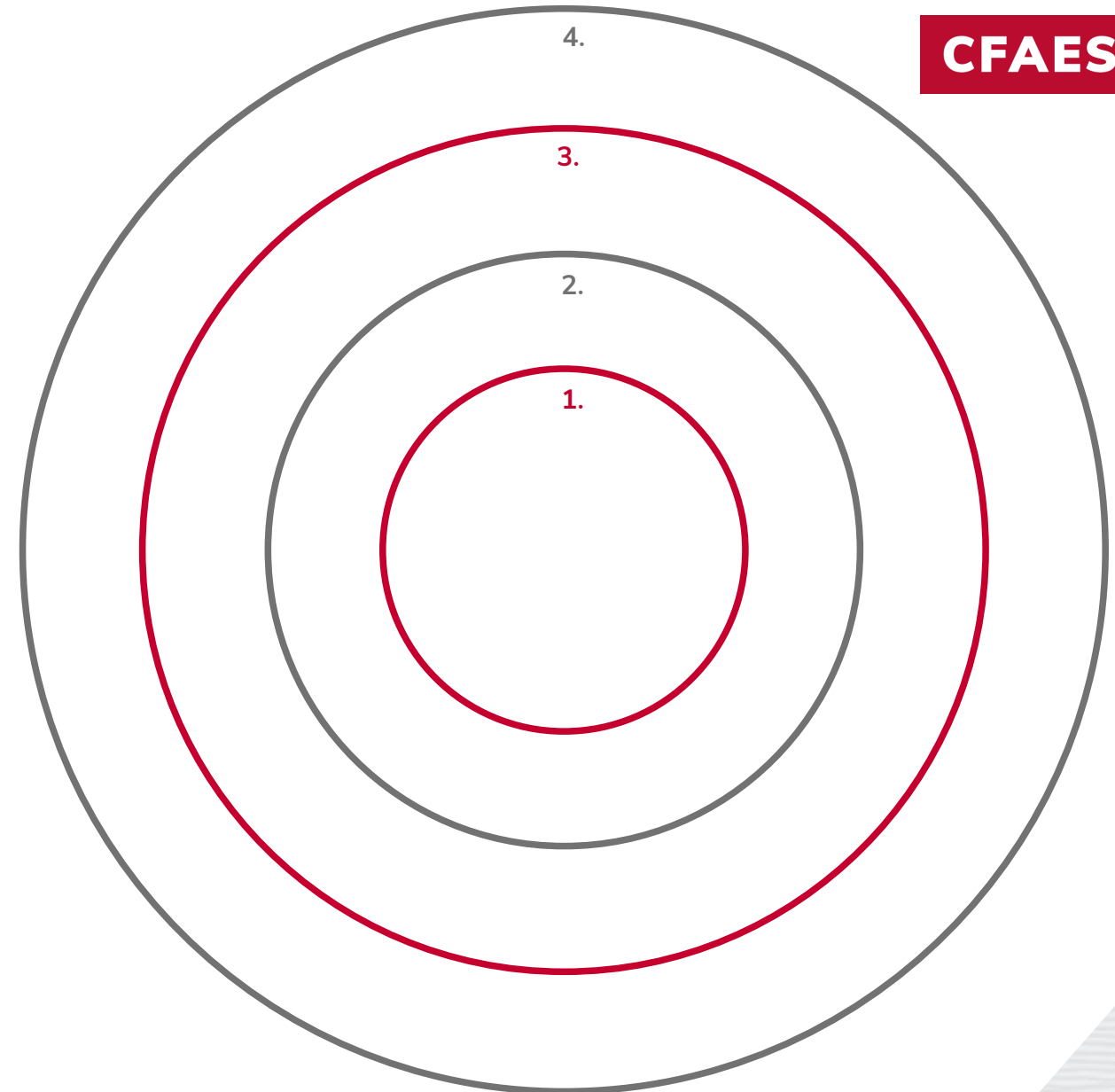
- Set realistic time frames.
- Some problems become unfathomable when we set short deadlines for finding a solution.
- Some problems take decades to resolve.
- Some problems are technical.

Value/Complexity Matrix



Concentric Circles

- 1. Inner circle:** Things at our core, the non-negotiables that we are never giving up on.
- 2. Second circle:** Things we don't want to give up but if it means sacrificing something at the core, would give up to protect non-negotiables.
- 3. Third circle:** Things that are nice, we want, and some find important, but we could fold on them.
- 4. Outer circle:** Things we do that are not all that significant to us and if we had to, we'd eliminate quickly.





FORGET

- Old ideas rarely solve new problems.
- Get comfortable with ongoing experimentation.
- Be willing to let some things go.

Principles for Leadership

1. What do you believe you do? What's the outcome of your work?
2. How will you make decisions?
3. How will you engage and interact with others?
4. How will you manage the unexpected or undesirable?
5. Where do you need to keep improving?
6. How will you balance yourself?



How Change Happens

Innovators

Early Adopters

Early Majority

Late Majority

Laggards

**Ideas, messages,
and behaviors spread just
like viruses and epidemics
do.**

Fold a piece of paper 50 times— How tall will the final stack be?

- a) The size of a phone book for a mid-sized city
- b) The distance from your nose to the end of your finger when your arm is extended
- c) The height of a refrigerator
- d) The distance from the Earth to the sun

Epidemic Progression

- 25 folds = 33,554,432 layers of paper
- 50 folds...could reach the sun
- The end result (reaching the sun) seems far out of proportion with the cause (folding one sheet of paper).

**We are trained
to think that what
goes into any change
must be directly related
in intensity and
dimension to what
comes out.**



The Law of the Few

- 80% of outcomes come from 20% of inputs
- 80% of work is done by 20% of the people

In creating change, a small percentage of people do the majority of the work.

Power of Context

- We are heavily influenced by environment.
- Getting people to change often lies with small details of immediate surroundings.
- People assume you can explain events based on personal issues rather than context.

The Ketchup Story

- High School with 36% minorities
- Fistfights literally every day at lunch
- 5 story building; 22 minutes for lunch





Doing a Lot with a Little

- Cultivate unique skills to translate between Innovators and the Majority.
- Focus efforts on the small, practical, and personal.
- Stay focused on priorities

What is Your Job as a Leader?

- To manage an office?
- To meet deadlines?
- To supervise people?
- To coordinate schedules?
- To prepare budgets or reports?

NO. THESE ARE TASKS.



Your Job as a Leader is to:

- Be guardians and champions of a mission.
- Help people do work they never imagined they could do.
- Inspire people to live up to their talents and do the best work of their lives.

Things to Keep in Mind

1. It helps to keep a “Beginner’s Mind”
2. No longer a “doer” – Now think in terms of “who” not “how”
3. Have at least one thing that gives you hope
4. Human beings have an innate need to belong – but they want to belong to something special.
 1. **Valued member**
 2. **Of a significant team**
 3. **On an inspiring mission**



Understand Yourself

What is important to you?

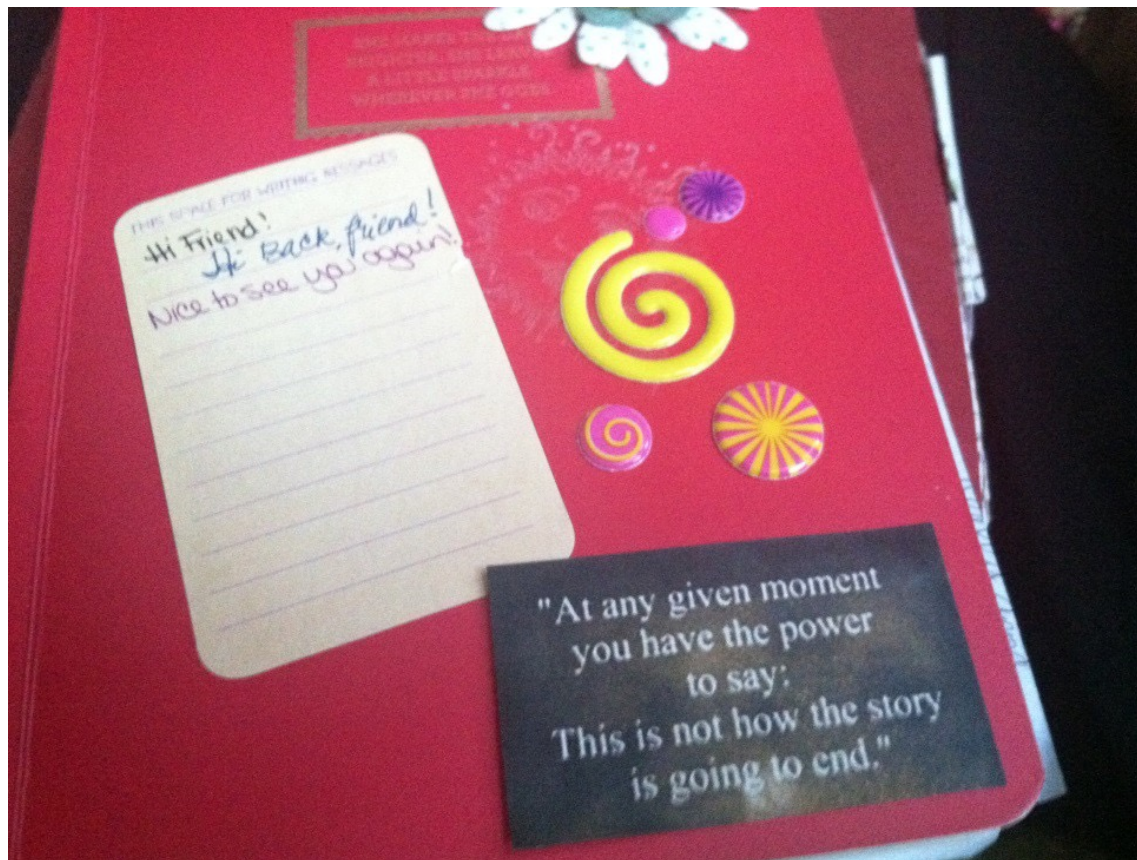
Who do you want to be? (Write your credo.)

How do you want to engage with others?

What do you want to create, build, shape, share or give?

Reflective Practice?

- Keep a journal –



Commonplace Book

HEALTH IS THE GREATEST POSSESSION.

CONTENTMENT IS THE GREATEST TREASURE.

CONFIDENCE IS THE GREATEST FRIEND.

– LAO TZU

Why?

- Process events (what happened?)
- Clarify thinking (disentangling thoughts)
- Understanding context (life happens quickly)
- Notice feelings
- Connect with what's important
- Record “aha’s” and lessons
- Ask important questions

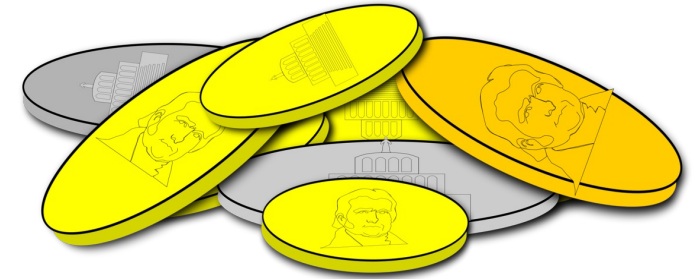
Plan to be Tested

1. Impatience
2. Disappointment
3. Desperation
4. Aggression
5. Hurt
6. Loyalty over Truth
7. Power

Know your breaking points.

Coins of Strength

Not separate “strengths” and “weaknesses” –
Two sides of one coin



When we are tired, stressed, fearful, etc. – we are likely to flip to the problematic side of the coin-

Creative....Impulsive

Organized...Rigid

Persistent...Stubborn

Both for ourselves and those we lead – how do we keep their coins face up?

To be a better leader, be a better person

Dealing with yourself

- Ego
- Self Esteem
- Continuous Improvement

**Today, and every day that follows,
for the rest of your life – each day is an
opportunity for you to make the world a
little better.**

By making yourself a little better.

We need you.

